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TERRORIST INC.

How not to do business with it

By PETER S. HAWES

Stamford, Conn. (AP)—The chief of an international political intelligence firm says no corporation is impenetrable to terrorists, but he advises American companies doing business overseas to take a few steps to make themselves unappealing and difficult to hit.

"If a company is going to say, 'Let's spend whatever we can to make our place secure,' it's not only going to be foolish, it's going to put itself out of business," said Benjamin Weiner, president of Probe International Inc.

Probe, based in Stamford, consults a variety of Fortune 500 corporations on political and economic intelligence in foreign countries. Weiner, whose partners include a former U.S. ambassador to Jordan and a former U.S. ambassador to Greece, is himself a one-time State Department veteran who worked as a diplomat in Malaysia, Switzerland and Washington.

DURING THE second week of the recent TWA hostage incident, Weiner "dashed off my frustration memo," a one-page release advising corporations how not to be the targets of terrorist attacks. The impetus for writing the memo, he said,

came "when I got fed up watching all the nonsense on television"—the holding of 39 American hostages by Shiite Moslems in Beirut, Lebanon.

"The reality is that if a terrorist organization targets a specific executive or company and is willing to spend money and lives to achieve its

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objective," Weiner said, "no amount of chain-link fencing, bodyguards and sophisticated devices could prevent the incident.

"No corporation has the funds to make itself impregnable. Besides, it could be bad for business. The TWA incident is a perfect example," he said. "You could spend \$10 million a year and you can still get picked up. It's entirely random."

WHAT THE corporation has to do, then, he said, is make itself less likely to be hit at random: "reduce visibility, practice common-sense security and avoid irrelevant publicity."

One of the most obvious ways to avoid attacks, Weiner said, is "you don't emphasize your American-ness. If you're in Saudi Arabia, you act like a Saudi Arabian corporation, because, in a sense, you are. And you don't come in driving a car completely different from everybody else.

"If everybody drives a Peugeot, you drive a Peugeot—and that includes your wife and children, too."

As for executives, too many engage in what Weiner called "ego masturbation."

"THEY TAKE out advertisements and splash the chief executive's face all over, making him easily recognizable," he said. "What good is it to the company to have the CEO's face all over the place?"

One chief executive of an American corporation, which he would not name, even told reporters "where and when he jogged each morning and where his children went horseback riding—invaluable intelligence for terrorists considering a kidnapping."

Executives, Weiner added, should alternate the route they drive to work each day, "keeping in mind, of course, that you only have one home and only one place to work."